

USTRANSCOM

United States Transportation Command

STRATEGIC GUIDANCE
FY 2002



Defense Transportation System

Report Documentation Page

Report Date 000002002	Report Type N/A	Dates Covered (from... to) -
Title and Subtitle ULTRANSCOM United States Transportation Command Strategic Guidance FY 2002	Contract Number	
	Grant Number	
	Program Element Number	
Author(s)	Project Number	
	Task Number	
	Work Unit Number	
Performing Organization Name(s) and Address(es) USTRANSCOM Strategic Guidance Point of Contact: USTRANSCOM/J5-SP 508 Scott Drive, Room 135 Scott AFB IL, 62225-5357	Performing Organization Report Number	
Sponsoring/Monitoring Agency Name(s) and Address(es)	Sponsor/Monitor's Acronym(s)	
	Sponsor/Monitor's Report Number(s)	
Distribution/Availability Statement Approved for public release, distribution unlimited		
Supplementary Notes The original document contains color images.		
Abstract U.S. Transportation Commands (USTRANSCOMs) Strategic Plan consists of two parts. The Strategic Guidance, promulgated in this document, is the cornerstone of our modernization and transformation strategy. The Guidance outlines the CINCs Vision of the future, establishes Strategic Issues and their supporting objectives deemed by leadership to significantly impact the Commands ability to continue effective and efficient operations throughout the 21st Century, and directs development of strategies designed to overcome those issues.		
Subject Terms		
Report Classification unclassified	Classification of this page unclassified	
Classification of Abstract unclassified	Limitation of Abstract UU	

Number of Pages

32



"A new millennium, a new century, a new decade, a new year – a time for reflection and a time for vision."



From the Commander in Chief, United States Transportation Command

USTRANSCOM has entered the 21st century as the premier world-class worldwide transportation organization. I am extremely proud of the fact that your efforts have consistently provided the United States with an unparalleled ability to project power worldwide. No matter what the mission, whether at home or abroad, in peace or in war, USTRANSCOM enables our nation to quickly extend the hand of friendship or the fist of war to any location on the globe. We can and must maintain the momentum that offers our nation this flexibility.

In a new century marked by uncertainty and increased demand to support a wide, complex, and growing range of contingencies, the need for robust, effective, and survivable strategic mobility will become even more essential. Additionally, providing rapid global mobility support to the warfighter in an era of transformation presents several challenges in the areas of readiness, modernization and process improvement, and support to our people. Solving these challenges is the purpose of our Strategic Plan.

The Strategic Plan uses five Core Processes as a paradigm to analyze the challenges and craft solutions to enable us to achieve USTRANSCOM's Vision of providing timely, customer-focused global mobility in peace and war through efficient, effective, and integrated transportation from origin to destination. Providing first-class support to our number one customer...the warfighting CINCs...remains our highest priority. Each of our Strategic Issues is targeted to build upon our past successes and improve our ability to achieve this vision and enable the promise of *Joint Vision 2020: Full Spectrum Dominance*.

Maintaining our momentum is really what strategic planning is all about. The United States and the international community rely on USTRANSCOM remaining the world's premier strategic mobility organization. Commitment to the Strategic Plan by the "quiet heroes" of the USTRANSCOM team--you, the soldiers, sailors, airmen, Marines, civilians, and commercial partners who make ***moving the nation's resolve*** the business of USTRANSCOM--will enable us to perform any mission assigned today, tomorrow, and well into the foreseeable future.

A handwritten signature in black ink, reading "C. T. Robertson, Jr." with a stylized flourish at the end.

CHARLES T. ROBERTSON, JR.
General, USAF



EXECUTIVE COUNCIL COMMITMENT

We are committed to partnering with the men and women of the United States Transportation Command, its Transportation Component Commands, and with our stakeholders, partners, and customers to effectively implement this guidance and the resulting Strategic Objectives.

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General Charles T. Robertson, Jr., USAF
Commander in Chief

A handwritten signature in blue ink, reading "Daniel G. Brown", written over a horizontal line.

Lieutenant General Daniel G. Brown, USA
Deputy Commander in Chief

A handwritten signature in blue ink, reading "Ronald C. Marcotte", written over a horizontal line.

Lieutenant General Ronald C. Marcotte, USAF
Vice Commander, Air Mobility Command

A handwritten signature in blue ink, reading "Robert P. Meyer Jr.", written over a horizontal line.

Brigadier General Robert P. Meyer, Jr., ANG
Commander, Joint Transportation Reserve Unit

A handwritten signature in blue ink, reading "Gordon S. Holder", written over a horizontal line.

Vice Admiral Gordon S. Holder, USN
Commander, Military Sealift Command

A handwritten signature in blue ink, reading "Kenneth L. Privratsky", written over a horizontal line.

Major General Kenneth L. Privratsky, USA
Commander, Military Traffic Management Command



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INTRODUCTION

U.S. Transportation Command's (USTRANSCOM's) Strategic Plan consists of two parts. The Strategic Guidance, promulgated in this document, is the cornerstone of our modernization and transformation strategy. The Guidance outlines the CINC's Vision of the future, establishes Strategic Issues and their supporting objectives deemed by leadership to significantly impact the Command's ability to continue effective and efficient operations throughout the 21st Century, and directs development of strategies designed to overcome those issues.

The Corporate Plan, the second element of the Strategic Plan, follows directly from the Strategic Guidance and contains the individual "action plans" for each Strategic Issue including Objective Summaries, Annual Performance Plans and their Supporting Program Requirements. Strategic issues and objectives developed collectively by the staffs and leadership of USTRANSCOM and the Component Commands directly address the challenges which must be overcome to achieve the CINC's Vision. The annual performance plans developed by Strategic Issue "Owners" support the Strategic Guidance and are appropriately resourced to achieve objective end states. Finally, the entire Strategic Plan is periodically reviewed by the USTRANSCOM leadership and adjusted as required to ensure that it effectively and efficiently furthers the requirements of the national leadership.

The USTRANSCOM Strategic Plan is built upon the principle of cascading guidance. The National Command Authorities and the Chairman of the Joint Chiefs of Staff provide strategic guidance in the **National Security Strategy (NSS)**, the **National Military Strategy (NMS)**, and **Joint Vision 2020**. They also provide fiscal and policy guidance in the Defense Planning Guidance (DPG) and improvement efforts required to achieve objectives in the area of logistics transformation in the Defense Logistics Strategic Plan. USTRANSCOM's mission and the CINC's Command Philosophy and Vision reflect this higher-level guidance and, in turn, guide the Command's planning efforts.

United States Transportation Command

Mission:

Provide air, land and sea transportation for the DOD



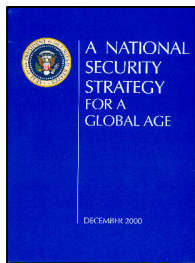
both in time of peace and time of war



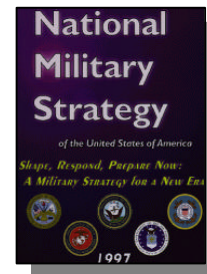
EXTERNAL ENVIRONMENT

Strategic mobility is critical to our nation's ability to rapidly project forces globally in times of peace and war. The National Security Strategy recognizes this "agility in response" as key to successful American leadership and engagement around the world. By maintaining and providing mobility forces sufficient to meet DOD's strategic mobility requirements, USTRANSCOM provides daily direct support to the National Military Strategy of shaping the international security environment in ways favorable to U.S. interests and responding to the full spectrum of crises when directed. Simultaneously, USTRANSCOM continues to prepare now for the challenges of an uncertain future through modernization and transformation. USTRANSCOM's Strategic Plan provides the guidance and direction necessary to accomplish those two corporate goals.

DOD STRATEGIC DIRECTION



National Security Strategy
and
National Military Strategy



USTRANSCOM's core capability to strategically deliver and sustain forces rapidly and efficiently across the entire spectrum of conflict is critical to the execution of both the National Security and the National Military Strategies. Well into the foreseeable future, USTRANSCOM will continue to provide the strategic mobility backbone required to project power abroad in support of national interests. ***Strategic Agility*** - the timely concentration, employment, and sustainment of military capabilities anywhere at a speed and tempo which cannot be matched by an adversary - will continue to be a key concept in the application of strategic means to their ends. Both ***Strategic Mobility*** and ***Focused Logistics*** will continue to be among the most valued capabilities and enablers of any future strategy.



Key elements of the national strategies recognize the vital role strategic lift plays in strategy execution, and point to the importance of uninhibited access to enhanced en route infrastructure, the criticality of viable cooperative commercial partnerships, and the need to categorize strategic mobility as a stand-alone risk factor. The currently unmatched, quick, and flexible response capabilities of the Armed Forces of the United States are maintained with assured access to an enhanced en route infrastructure, viable and cooperative commercial partnerships, modernized strategic air, sea, and land mobility fleets, and an increased strategic lift capability commensurate with our global commitments. These capabilities are absolutely critical to the Nation's ability to not only fight and win Major Theater Wars, but also to flexibly respond to lesser crises and to meet our increasing daily global operational demands.

Joint Vision 2020

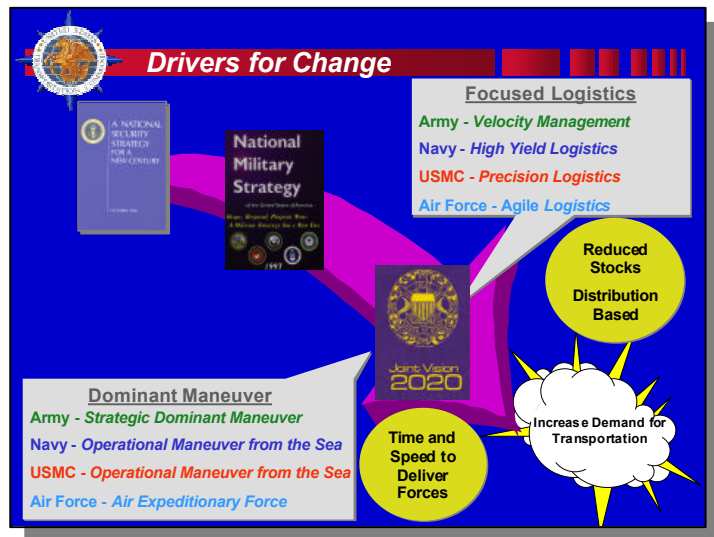
Joint Vision 2020 describes the operational concepts required for the future joint force to meet the challenges of the future environment and to fulfill their strategic responsibilities in achieving global national interests. The *Vision* establishes four interdependent operational concepts for future Full Spectrum Battlefield Dominance: ***Dominant Maneuver***, ***Precision Engagement***, ***Full Dimensional Protection***, and ***Focused Logistics***.

Each of the Services developed implementation strategies to achieve the capabilities required to execute these concepts and each of the regional CINCs has articulated operational requirements for those capabilities. ***Dominant Maneuver*** and ***Focused Logistics*** are the key conceptual drivers for USTRANSCOM.



The importance of timely and accurate delivery of forces and supplies significantly increases the demand for rapid, responsive, and agile strategic transportation support to the warfighter. Strategic mobility forces must become even more capable of delivering the right forces on time at the right place without requiring extensive logistics or infrastructure support themselves.

The need to further reduce the size and weight of logistics support requirements places a premium on timely and accurate forecasting of the requirement and expeditious and reliable delivery of resources to the customer. The Defense Transportation System (DTS) must continue to satisfy this demand by assuring time-definite movement from point of origin to the hands of the user.



Defense Planning Guidance

The Defense Planning Guidance provides Secretary of Defense (SecDef) guidance to the Services for the development of their Program Objective Memorandum (POM) for the defense planning period. Two significant corporate-level goals relate to efforts USTRANSCOM must ensure are adequately supported:



Goal 1. Shape the international environment and respond to the full spectrum of crises by providing appropriately sized, positioned, and mobile forces.

Goal 2. Prepare now for an uncertain future by pursuing a focused modernization effort that maintains U.S. qualitative superiority in key warfighting capabilities. Transform the force by exploiting the Revolution in Military Affairs, and reengineering the Department of Defense to achieve a 21st Century infrastructure.



Defense Logistics Strategic Plan

As warfighters transform themselves and their concepts of conducting campaigns from a model which emphasizes mass and shock effect to one that advantages dominant maneuver, logisticians must migrate to a leaner, more agile delivery model that is focused on meeting new warfighter needs – at reduced cost. Logistics transformation promulgates six basic objectives: optimize support to the warfighter; improve strategic mobility; implement modern, relevant performance metrics; achieve total asset visibility; reengineer logistics processes; and minimize logistics costs. USTRANSCOM has a great stake in attaining all six of these objectives and the USTRANSCOM Strategic Plan provides the framework for execution to attain these objectives.





FUTURE ENVIRONMENT

USTRANSCOM's strategic mobility forces provide the United States with an unparalleled ability to project power worldwide. The need for robust, effective, and survivable strategic lift continues to be paramount as the U.S. military embarks upon a new century that is marked by both uncertainty and an increased demand to support a wide, complex, and growing range of contingencies. The U.S. military of this era will be smaller, more lethal, and will need to deploy quickly with less warning. In addition, access to U.S. and overseas infrastructure to support build-up of forces in theater will become even more critical as the number of available overseas bases diminishes. By providing strategic air, land, and sea transportation for the Department of Defense, both in time of peace and time of war, USTRANSCOM is fully engaged in the worldwide support of the total scope of military missions in this new era. USCINCTRANS employs "leap-ahead" technology and "best business" practices to support the warfighter in his increasingly difficult and unpredictable environment. The bottom-line is that our warfighters must be sustained over longer distances, for long periods of time, in the face of a growing number of challenges. USTRANSCOM's job is to find opportunities in these challenges.

FUTURE CHALLENGES AND OPPORTUNITIES

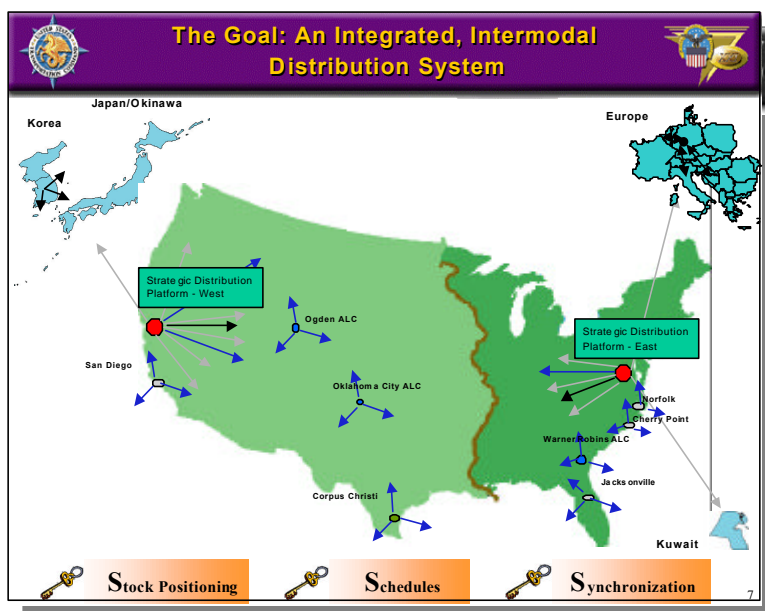
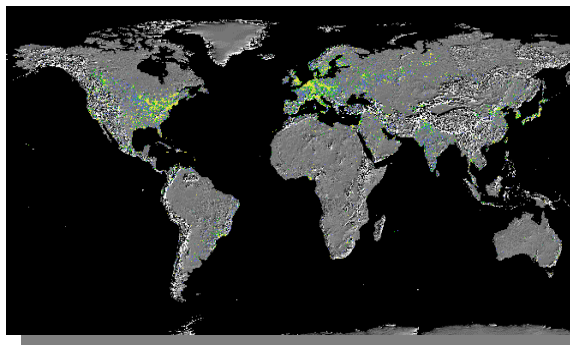
ADVANCES IN TECHNOLOGY. Technological advances will lead to increased worker productivity, lighter equipment, and faster transportation. These opportunities are also available to potential adversaries and come at a cost to U.S. transportation planners, with a decrease in warning time and an increase in distance and demand for strategic transportation. The challenge is to exploit future technological advances, foresee the obsolescence of current systems, and plan for their replacement.



INFORMATION TECHNOLOGY. The explosion of network technology, Web-based capabilities, and wireless communications provides tremendous opportunities for global access to data within the Defense Transportation System. One challenge ahead will be to integrate this wealth of data into decision-quality information and make that information available any time, any place. Another challenge is to ensure that dependence upon "infostructure" is not exploited by our adversaries. This will require a robust, flexible, integrated, and protected "infostructure" capable of providing that global access.



GLOBALIZATION. In an era of globalization, businesses will consolidate, and transnational corporations will grow. Growth of commerce, free markets, and economies is expected, as is an increased world interdependence. A heavy reliance on specific commercial partners, however, comes with an associated risk. As U.S. companies join with international partners, there is the potential that their interests will diverge from and no longer support our military missions.



BUSINESS PRACTICES.

Advancements in technology and business practices will continue to bring rewards in service to the customer. Increased emphasis will be placed on speed and accuracy of goods delivery. In order to remain on the cutting edge of transportation technology and best business practices with a smaller active duty force, the U.S. military will continue to integrate with the commercial sector and their ability to move both assets and personnel quickly and economically. The significant use of intermodal capability by the civilian sector is but one example

where the U.S. defense transportation community has not realized its full potential. The current inability to quickly deliver containerized equipment from “factory-to-foxhole” is a significant challenge for future planners, and may lead to a higher reliance on commercial practices and support. This reliance has inherent risk, as commercial practices that are valid in peacetime may not survive the test of military operations and the ‘fog of war’. Interoperability between commercial, Reserve, and active duty transportation assets will be key to mission success.

FORCE STATIONING. Base closures and concerns about overseas basing rights voiced by our allies have increased the importance of continental U.S. (CONUS) basing. Consolidation of operations and the reduction in the need for diplomatic clearances will certainly expedite the transportation process, but this “Fortress America” approach comes at a cost. Transportation assets will require “longer legs”, and refueling assets will become even more critical. An attack against the homeland, especially against a transportation hub,



communication grid, or air traffic control center, could stop the transportation flow before it starts. The challenge is to judiciously balance CONUS basing, overseas presence, and global prepositioning.



EN ROUTE INFRASTRUCTURE SUPPORT. Due to CONUS base closures, reduced overseas stationing, and declining access to foreign infrastructure, the transportation distances and time required to strategically deploy military forces will increase. This increase has been coupled with a diminished capability to receive the forces due to the unavailability of military forces dedicated to the reception, staging, and movement of cargo and

personnel. Exacerbating both challenges, our ability to access adequate en route infrastructure will become increasingly less assured due to proliferation and growing density of civil aviation traffic and changes in alliances. Some of the assumptions made in the past about unimpeded intermediate staging bases must be reassessed even to the extent that we may encounter resistance in contracting for their use in periods of crisis. These factors will place an increased premium on our ability to operate from degraded bases or inadequate infrastructure either en route or at ports of debarkation.



COALITION OPERATIONS. To the greatest extent possible, the United States will seek to work with her allies and coalition partners to develop an international consensus for optimization of the transportation process. Close coordination of the efforts of all affected commands, nations, and agencies will be required in order to avoid

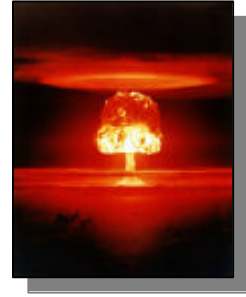


confusion, congestion of lines of communication (LOC) nodes, and unnecessary duplication of effort. Key to the success of these types of operations will be a full understanding of allied and coalition forces' doctrine and capabilities. While different from military coalitions, the same principles of interoperability apply to our commercial partners and declining force structure will mandate that future operations will be conducted with increased reliance upon military-civilian coalitions to accomplish tasks that heretofore have been primarily military in nature.

MILITARY OPERATIONS OTHER THAN WAR (MOOTW). In the new millennium, the projected deterioration of 'unwell' nations will likely lead to increased refugee flow, genocide and famine. The number of MOOTW-operations that the U.S. may be involved in to deal with this deterioration, including small-scale contingencies (SSCs) and humanitarian operations, is expected to rise. The assets that will be utilized to support these types of operations will be faced with a significant lack of necessary transportation infrastructure in many areas of operations. This will require an increased emphasis on forces that can self-deploy and on port-opening and support forces.

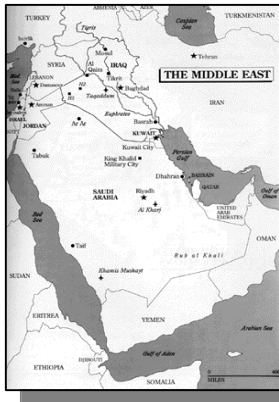


WEAPONS OF MASS DESTRUCTION (WMD). The United States will remain the only military superpower in the next decade. Adversaries who are unable to compete with the U.S. conventional military may turn to the use of WMD. This threat may be oriented towards transportation infrastructure, assets, and points of embarkation and debarkation. Special concerns will be the safety of the host nationals who support our airport and seaport operations and reaction of our commercial partners to this dangerous environment.



NON-TRADITIONAL TRANSNATIONAL THREATS. Terrorism and international crime pose an asymmetric threat to our transportation assets and infrastructure. These threats, with nationalistic, ethnic, or religious motivations, will likely be a factor that influences our ability to complete delivery with speed and agility. The force protection issues alone can significantly impact the flexibility and freedom of action of future mobility forces, as our military forces and infrastructure will likely become targets of these terrorist attacks.

REGIONAL CHALLENGES



PERSIAN GULF, MIDDLE EAST. The United States shares a number of common long-term interests in these strategic regions. They include maintaining uninterrupted access to regional energy sources, stemming the development and proliferation of WMD technology, and ensuring the stability of the region through forward presence. The primary challenge for USTRANSCOM is ensuring proper force protection is provided at forward bases and ports of debarkation.

ASIA. The United States has a strong interest in promoting peace and prosperity in Asia. Our extensive trade and investment ties with this enormous and dynamic region supports regional stability and strengthens the markets. Major challenges for transportation planners in the coming decade will include a significantly decreased number of U.S. military bases from which to operate. Additionally, promoting stability in the face of aggressive maneuvering by rogue countries or competing nations will significantly impact the focus of logistics movement and support.





EUROPE. The physical security and territorial integrity of our allies in Europe are important to U.S. national interests, and are manifested in and defended by the NATO alliance and the complex web of interlocking relationships and partnerships that define European security in the 21st century. The goal of the U.S. is to build and strengthen the pillars of civil society in this region. The primary challenge for USTRANSCOM is maintaining and strengthening the traditional ties that support a rapid movement of military assets in the region.

SUB-SAHARAN AFRICA. Sub-Saharan Africa is another region where the U.S. has a broad interest in promoting a stable society. Without basic security, several countries in the region will be unable to sustain their positive movements toward democratic government and economic development. The transportation challenges that are distinct to this region include a significant lack of modern infrastructure to support an efficient throughput of assets.



THE AMERICAS. In the interest of adequately dealing with transnational threats and maintaining regional stability, certain areas in the Americas will gain an increased emphasis from a military transportation point-of-view. This emphasis will be highlighted by all of the challenges outlined above, including force protection issues, lack of regional stability, the need for established ties and treaties, and a lack of modern infrastructure to support the movement of goods.





COMMAND GUIDANCE

On 18 April 1987, President Ronald Reagan directed Secretary of Defense Casper W. Weinberger to establish USTRANSCOM. USTRANSCOM's role was modified in February 1992 by a Secretary of Defense Memorandum (later formalized by DOD Directive 5158.4 on 8 January 1993), designating the Commander in Chief, U.S. Transportation Command (USCINCTRANS) the single manager for defense transportation during peace and war. This "charter" transferred combatant command of Air Mobility Command (AMC), Military Sealift Command (MSC), and Military Traffic Management Command (MTMC), to USCINCTRANS, as well as all transportation assets of the military departments, except for Service-unique or theater-assigned assets. To carry out its mission, USTRANSCOM coordinates the movement of troops and materiel via military and commercial modes of transportation. Additionally, the command provides direction, control, and supervision of cargo and passenger transportation services.



MISSION

"To provide air, land, and sea transportation for the DOD, both in time of peace and time of war."

PHILOSOPHY

The Command philosophy is a set of beliefs describing what USTRANSCOM is as an organization. The Command philosophy,

"a partnership of people building on proven performance and providing leadership to achieve higher levels of excellence within the Defense Transportation System"

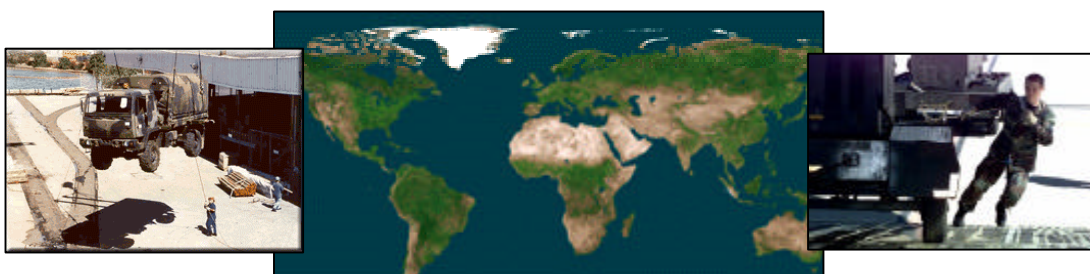
provides an understanding of how USTRANSCOM conducts business and how it relates to the external environment.

VISION

The Vision is a statement of goals describing an objective end state for the Command and for each of USTRANSCOM's Core Processes. Strategic Issues are derived from the Vision and guide future actions that must be accomplished to attain the objective end state.

"USTRANSCOM, providing timely, customer-focused global mobility in peace and war through efficient, effective, and integrated transportation from origin to destination."

Global commitments and rapid responsive support to the warfighter are facts of life in today's environment and USTRANSCOM must be prepared to meet the challenges of the 21st century. Providing rapid global mobility support to the warfighters in an era of uncertainty and transformation presents several challenges in the areas of readiness, modernization and process improvement, and support to our people. Our Core Processes provide a paradigm to analyze these challenges and to provide greater granularity to an end-state which achieves the Command's Vision.



SERVE THE CUSTOMER Our customers are the reason we exist and they deserve the best possible service we can give them. Our goal is to determine customer needs, expand the customer base, and enhance customer satisfaction and loyalty through responsive service and process improvement. To this end we must court our customers - the Services and the warfighting CINCs - aggressively to determine their needs and then we must propose viable solutions for meeting those needs in a fiscally responsible manner.

Our measure of success will be achieving time-definite assured delivery of cargo and personnel. We must ensure that we are able to respond to customer requests for status and that our answers are both timely and accurate. Customer satisfaction extends to our commercial partners as well and the rate structures and processes we impose upon vendors must be both compatible and competitive with the practices of the civilian industry so that they are easily adaptable to employment in time of crisis. USTRANSCOM is unique among CINCs in the vibrant, viable, and cooperative relationships we maintain with commercial enterprises and we must nurture and sustain those relationships to ensure provision of the best and most efficient support possible to the warfighting CINCs in the execution of their varied missions.



READINESS. In an uncertain future environment, the greatest hedge against the risks posed to our national security is constant sustainable readiness to answer the call to duty. Our goal is to constantly and consistently ensure we are able to meet taskings received from the National Command Authorities. To this end, we must maintain mission capable standards in our air, sea, and land mobility forces as prescribed by the Service Chiefs and we must ensure that the Defense Transportation System's fixed infrastructure is adequately maintained to support strategic mobility requirements.

We must ensure that we continue to have assured access to essential reserve component and commercial capabilities in time of crisis, including airlift, sealift, land transportation, and intermodal capacity. We must prepare for the future by formulating comprehensive modernization plans to protect these capabilities through investments in science and technology for future systems, recapitalization to selectively upgrade current systems, and maintenance of other legacy systems that must be retained until properly replaced. Finally, we must also develop and upgrade our capability to project and sustain forces in an environment of degraded or inadequate infrastructure or under conditions which pose asymmetric threats to strategic mobility forces.



PLANNING AND EXECUTION. No matter how well maintained and trained our forces are, without adequate support and seamless processes, they will not contribute their full value to the national strategy. Our goal is to improve the timeliness, effectiveness, and security of our peacetime and wartime capabilities. We will achieve this through the application of thoroughly-planned, well-executed and seamless processes which support strategic mobility forces across the entire spectrum of conflict. We will continue efforts to streamline and achieve efficiencies through the elimination or consolidation of Defense Transportation System-related processes at the lowest appropriate level of policy and execution.

To this end, contracting, procurement of services, and acquisition processes must be improved to enable more expeditious and coordinated execution. Innovative and cost-effective solutions may be borrowed or adapted from commercial industry. We will improve and sustain our processes for gathering intelligence and protecting our forces, equipment, and systems against threats that are becoming increasingly diverse and nontraditional. We must also continue to enhance our ability to command and control our forces using integrated approaches and providing common operating pictures to the lowest practical levels. Deployment and distribution systems and supporting

information technologies must be upgraded and improved to make the processes more user-friendly, responsive, and seamless. End-to-end solutions must be pursued wherever feasible and appropriate. Finally, we must continuously strive for evolutionary and revolutionary approaches to improve processes and provide technological solutions to problems posed by future environments.

INFORMATION MANAGEMENT. Information and information technology are key enablers for every USTRANSCOM activity. The effective and efficient employment of strategic mobility forces depends upon accurate, reliable, trusted, and timely information. To provide that information, USTRANSCOM must have interoperable, integrated, and protected information systems that enable worldwide command and control of strategic mobility forces. Our goal is to implement the USTRANSCOM DTS Enterprise Architecture to provide decision-quality information to those who need it, where they need it, when they need it. These information systems must be effective and efficient in both war and peace. Successful implementation will provide all USTRANSCOM forces and customers with enhanced situational awareness and the ability to implement critical planning and execution decisions across the spectrum of operations.

Our information systems must be optimized for use during crisis and we must solicit inputs from the warfighting CINCs and Services on how to better interface with their information systems. Increasing demands will be placed upon our systems for timely, accurate, and evermore precise information on the status of delivery. Our systems must be robust enough to handle the requirements for large amounts of varied data and must be flexible enough to permit modification over time to provide superb quality and



adequate quantity of service for a wide range of applications well into the future. The information systems must also be capable of providing equally superb performance during routine peacetime operations and must seamlessly interface with other DOD and commercial customers and suppliers to enable modification and expansion of service in periods of increased demand. The command must focus on future technologies that will enhance information superiority while reducing operating costs.

FINANCIAL MANAGEMENT. While the future environment presages a great deal of change and increased demand for provision of strategic mobility service, it is not as positive with respect to provision of significantly increased financial resources. Therefore, USTRANSCOM must continue its excellent record of being a faithful steward of the resources with which our national leadership has entrusted us. Our goal for financial management is to develop and manage processes and systems which provide sound and effective financial controls over DTS operations and promote businesslike practices throughout the command and in our interfaces with customers.

We must integrate our financial data, processes, and systems; promulgate effective standardized business rules; and ensure an appropriate level of visibility and control necessary to operate the DTS in as efficacious a manner as possible. Our information and financial management systems must be integrated to permit near-real time information availability to USTRANSCOM managers and customers and permit decision-making with a clear understanding of the financial implications. Finally, our financial management systems must provide for 100% compliant and auditable financial statements, agile financial metrics, and system data flexibility for USTRANSCOM, its Components, our DOD and commercial partners, and our customers.



PEOPLE. Even though not designated as a core process, if customers are our reason for existence, our people are our lifeblood. Their sacrifices ensure the continued freedom of the nation. They deserve the greatest possible support their nation can provide. Our goal is to attract, develop, and maintain a trained, ready, and top-quality Total Force composed of active and reserve component military personnel, civilian and contract employees, commercial partners, and their families. Properly cared for, equipped, trained, and led, our people can be depended upon to make the maximum contribution to the success of the Command's mission and attain their full potential as individuals and teams. It is the responsibility of all leaders in this command to ensure our people are properly prepared for the tasks we assign them and are appropriately compensated for their sacrifices. While Services recruit and train personnel and assign them to USTRANSCOM Components, it is our responsibility to retain them in the force and ensure that they and their families are provided with the best possible fully resourced quality of life programs.

Critical to maintaining adequate levels of qualified and trained personnel is the assurance that working conditions will be such that our personnel are able to develop as individuals, are treated as valued members of teams, are appropriately rewarded for accomplishments, and are able to see positive outcomes resulting from their efforts. Current OPTEMPO places a strain on our ability to meet this challenge because mission and support personnel spend too much time away from home; or while at home, must compensate for deployed personnel and training time lost to previous deployments. Adequate funding for equipment maintenance, spare parts, and work station and maintenance facilities also contributes to overall quality of life and positively influences a Service member's propensity to remain with the team. Not only is the readiness of the force enhanced, but quality personnel are retained. We must also pay particular attention to maintaining adequate pay and allowance levels across the force. Retention and incentive bonuses must be allotted at rates appropriate to the need for the skills, knowledge, and aptitudes of the beneficiaries. Non-monetary benefits must be provided at levels commensurate with the sacrifices made by members of our force. We must continue to ensure that facilities, including housing areas and family support infrastructure, continue to be upgraded and enhanced to proper levels.





STRATEGIC ISSUES AND OBJECTIVES

USTRANSCOM leadership looked to the future and identified key strategic issues that must be addressed to reach our vision. Twenty strategic issues were identified and organized under USTRANSCOM's five core processes: Serve the Customer, Readiness, Planning and Execution, Information Management, and Financial Management. Each of the 20 strategic issues has an associated strategic objective that describes end-state and forms the basis for supporting objective (long term) and annual performance plans. Every issue also has an "owner" responsible for the planning and oversight of the issue. In cases where issues have multiple owners to accomplish an objective, we have listed the specific tasks with offices of primary responsibility (OPR). A full listing of all supporting tasks for each objective can be found in the Corporate Plan.

Core Process 1: Serve the Customer

Process Owner: TCJ3/J4



1. GOAL STATEMENT: Determine customer needs; expand customer base; enhance customer satisfaction and loyalty through responsive service and process improvement.

1.1. STRATEGIC ISSUE: *Integrated Customer Support.* DTS customers have difficulty accessing USTRANSCOM when seeking our assistance in fulfilling their transportation requirements. (OPR: TCJ3/J4)

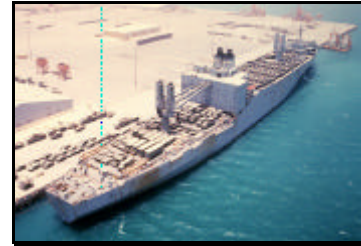
Strategic Objective: DTS customers have a transparent interface into a suite of DTS transportation services with the opportunity to configure, price, place, track, and change movement requirements as needed. USTRANSCOM/TCCs will monitor and analyze customer interactions to ensure they are met in a responsive and effective manner.

1.2. STRATEGIC ISSUE: *Distribution Management.* Lack of integration and synchronization between DTS and defense distribution processes inhibits USTRANSCOM's ability to provide consistent and reliable delivery of transportation services. (OPR: TCJ3/J4)

Strategic Objective: Improve the DOD end-to-end distribution system. Develop responsive, affordable, and time-sensitive transportation services. These services will satisfy DOD shippers' expectations in peace and war by providing an array of transportation solutions including cost and performance options.

Core Process 2: Readiness

Process Owner: TCJ3/J4



2. GOAL STATEMENT: Ensure our ability to meet our National Command Authority taskings.

2.1. STRATEGIC ISSUE: *Commercial Assured Access.* Shortfalls exist in assured access to certain critical commercial capabilities to meet USTRANSCOM's wartime mission. **(OPR: MTMC)**

Strategic Objective: MTMC to gain “assured access” of the following critical commercial capabilities: (1) Commercial chain tie-down railcars sufficient to meet DOD unit equipment (UE) deployment requirements, (2) Intermodal capacity, equipment and lift, sufficient to meet DOD's UE containerized deployment and ammunition sustainment requirements, and (3) Intermodal terminal services to include Container Handling Equipment (CHE) capable of loading/unloading all types of commercial rail and motor carrier equipment.

2.2. STRATEGIC ISSUE: *DTS Fixed Infrastructure.* DOD's fixed infrastructure does not fully meet USTRANSCOM's requirements to execute strategic transportation for the National Military Strategy. **(OPR: TCJ5)**

Strategic Objective: Establish a fixed infrastructure capable of supporting 100 percent of the requirements in the approved MRS.

2.3. STRATEGIC ISSUE: *Mobility Air Forces (MAF) Aircraft Systems.* The Air component of the DTS requires the capability to respond to changing DTS needs by providing, maintaining, and continuously enhancing aircraft systems, support equipment, and processes. **(OPR: AMC)**

Strategic Objective: Air Mobility aircraft and support systems are capable of providing robust air mobility support for the DTS to rapidly project and sustain forces.

- By FY05, complete delivery of the required C-17s to meet current Mobility Requirements Study (MRS) and Strategic Brigade Airdrop (SBA) requirements. **(HQ AMC/XP)**
- By FY05, acquire 100% of material handling equipment (MHE) for organic and Civil Reserve Air Fleet (CRAF) aircraft to meet wartime closure. **(HQ AMC/XP)**

- By FY08, replace aging fixed-wing Aeromedical Evacuation (AE) patient movement assets with an intra- and inter-theater patient movement capability that supports enhanced medical care to maintain stabilized patients to meet CINC requirements. **(OPR: HQ AMC/SG)**
- By FY15, achieve full strategic military organic operational capability as recommended by the current Mobility Requirements Study (MRS). **(OPR: HQ AMC/XP)**
- By FY12, complete defensive systems upgrades in accordance with Electronic Warfare Roadmap Guidance. **(OPR: HQ AMC/XP)**
- By FY13, complete Global Air Traffic Management (GATM) upgrades on MAF aircraft. **(OPR: HQ AMC/XP)**
- By FY15, meet aircraft systems and process requirements established in MRS-05, Defense Planning Guidance (DPG), Tanker Requirements Study, and other validated requirements. **(OPR: HQ AMC/XP)**

2.4. STRATEGIC ISSUE: *Joint Logistics-Over-The Shore (JLOTS)*. The continued dilution of JLOTS training is resulting in a reduction in overall readiness to project and sustain forces in areas lacking port facilities or where access to facilities has been denied. **(OPR: TCJ3/J4)**

Strategic Objective: A trained and ready force capable of planning and executing JLOTS operations to meet CINCs' theater deployment and sustainment requirements.

2.5. STRATEGIC ISSUE: *Recapitalization of Sealift*. The aging of Fast Sealift Ships (FSS) and Ready Reserve Force (RRF) assets will cause increasing difficulty with operation and maintenance, and will require recapitalization. **(OPR: MSC)**

Strategic Objective: An FSS and RRF fleet that can be operated/maintained efficiently and is recapitalized before the end of the ships' useful life.

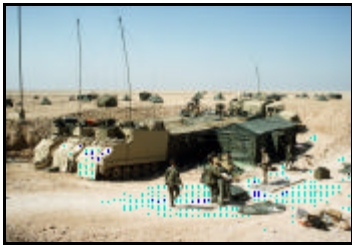
2.6. STRATEGIC ISSUE: *Commercial Sealift*. The continued decline of the U.S. flag merchant marine fleet and the increased globalization/consolidation of companies within the maritime industry may affect USTRANSCOM's capability to meet peace and wartime DOD requirements. Given these changes, the Maritime Security Program (MSP), Voluntary Intermodal Sealift Agreement (VISA), Jones Act, and Cargo Preference programs "alone" may not be sufficient to ensure available U.S. flag ships, mariners, and intermodal infrastructure to support National Defense. **(OPR: TCJ5)**

Strategic Objective: A stable commercial merchant marine capability, with maximum emphasis on U.S. flag ships, U.S. citizen mariners, and adequate intermodal infrastructure, to support DOD contingency surge and sustainment requirements as dictated by the approved Mobility Requirements Study.

- By FY02, Department of Transportation (DOT), DOD, maritime industry, and labor establish an agreed upon position regarding the health of civilian mariners available to support MRS approved requirements. (OPR: MSC)
- Through partnership with DOT and the maritime industry, identify and/or adjust commercial sealift programs that will fully support approved mobility requirements. (OPR: TCJ5)

Core Process 3: Planning and Execution

Process Owner: TCJ3/J4



3. GOAL STATEMENT: Improve the timeliness, effectiveness, and security of our peacetime and wartime capabilities.

3.1. STRATEGIC ISSUE: *Appropriate Acquisition Agency (AAA)*. USTRANSCOM charter assigns USCINTRANS the responsibility for procurement of commercial transportation services. However, USCINTRANS does not have directive authority over Transportation Component Commands' (TCC) contracting activities executing this USCINTRANS mission. As a result, the current acquisition process is often labor intensive, requiring the attention of senior-level personnel to achieve small goals and ensure consistency across modes in dealing with the commercial sector. (OPR: TCJ3/J4)

Strategic Objective: Obtain AAA authority for acquisition of transportation services related to USTRANSCOM mission.

3.2. STRATEGIC ISSUE: *Transportation Intelligence*. The nature and scope of USTRANSCOM demands for operational and transportation infrastructure intelligence are rapidly outpacing our ability to support daily operations and deliberate planning activities. (OPR: TCJ2)

Strategic Objective: Relevant, usable, and timely intelligence is available to meet the needs of mobility forces and DTS decision makers.

3.3. STRATEGIC ISSUE: *Modeling and Simulation (M & S)*. USTRANSCOM lacks the integrated, analytical tools to perform responsive, flexible, and accurate end-to-end DTS analysis in support of CINC Course of Action (Crisis Action/Execution) development, deliberate planning (Time-Phased Force Deployment Data (TPFDD) Refinement), DOD/Joint Staff programmatic analysis, and wargaming/exercises, resulting in expensive, stovepiped, and inadequate analytical capabilities. (OPR: TCJ5)

Strategic Objective: A DOD-adopted transportation M&S analytical architecture/environment that supports all phases of mandated end-to-end analysis.

3.4. STRATEGIC ISSUE: *Information Operations (IO)*. The DTS's increasing dependence on information systems makes it vulnerable to a variety of information warfare attacks, i.e., hackers, viruses, espionage, terrorism, and direct attacks by an enemy. DTS information systems are continually under attack by hacker elements. Successful attacks degrade our ability to provide information relevant to In-Transit Visibility (ITV) and mission execution. **(OPR: TCJ3/J4)**

Strategic Objective: Guaranteed access to timely, accurate, and relevant information while denying adversaries the opportunity to exploit friendly information and systems for their benefit.

- Establish a multi-discipline IO Cell. **(OPR: TCJ3/J4)**
- Provide IO Support to Operations. **(OPR: TCJ3/J4)**
- Train and enable Operations Security/Communications Security (OPSEC/COMSEC) ability. **(OPR: TCJ3/J4)**
- Develop and implement a comprehensive Information Assurance (IA) and information system security architecture protecting USTRANSCOM-controlled DTS systems and networks from information-centric attacks and threats. **(OPR: TCJ6)**
- Develop an information operations threat assessment process to ensure the right tactics, techniques, and procedures (TTP) as well as information protection tools are in place to counter the threat. **(OPR: TCJ3/J4)**

3.5. STRATEGIC ISSUE: *Force Protection*. Potential worldwide terrorist threats to DTS personnel and assets present an increased dependence on a robust intelligence and counterintelligence network, heightened awareness, enhanced training, and properly equipped personnel. Vulnerabilities in information sharing and shortages of Service-related resources for force protection aggravates antiterrorist measures. **(OPR: TCFP)**

Strategic Objective: Potential terrorist threats to DTS personnel and assets are mitigated by 2005 due to a robust intelligence and counterintelligence network, heightened awareness, enhanced training and properly equipped personnel. Vulnerabilities in information sharing and shortages of Service-related allocation of resources are minimized.

3.6. STRATEGIC ISSUE: *Command and Control (C2) of DTS Operations*. USCINCTRANS lacks fully integrated systems and processes to efficiently and effectively direct DTS operations. **(OPR: TCJ3/J4)**

Strategic Objective: USTRANSCOM integrates transportation C2 systems into a common operating picture for the effective and efficient management of a robust DTS.

3.7. STRATEGIC ISSUE: *Protective Strategy for Weapons of Mass Destruction (WMD)*. Shortfalls in equipment, procedures, and policies required to support all phases of operation in a WMD environment place DTS operations at risk. (OPR: TCJ5)

Strategic Objective: Have equipment, procedures, and policies in place to minimize the interruption on DTS operations despite an enemy's use, or threatened use, of current and emerging WMD.

3.8. STRATEGIC ISSUE: *Transportation Research & Development (R&D)*. The DOD R&D communities do not adequately invest advanced research into the evolutionary and revolutionary transportation technologies that will enhance our capabilities to efficiently and effectively project the future force. (OPR: TCJ5)

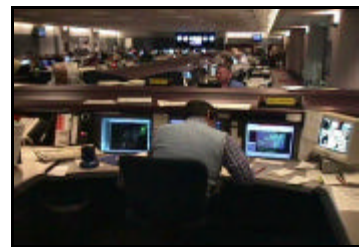
Strategic Objective: USTRANSCOM exercises a recognized role in shaping DOD R&D efforts to support future transportation requirements.

3.9. STRATEGIC ISSUE: *Joint Deployment Process*. The Joint Deployment Process is being redesigned. USTRANSCOM, as the transportation provider in that process, must be prepared to lead in that effort. (OPR: TCJ3/J4)

Strategic Objective: Streamline the deployment and Crisis Action Planning processes, to include achieving the 72-hour TPFDD time standards.

Core Process 4: Information Management

Process Owner: TCJ6



4. GOAL STATEMENT: Implement the DTS Enterprise Architecture to provide USTRANSCOM and its customers global access to decision quality transportation information.

4.1. STRATEGIC ISSUE: *DTS Enterprise Architecture* Closed

4.2. STRATEGIC ISSUE: *DTS Migration System Strategy*. Integrated into Issue 4.6

4.3. STRATEGIC ISSUE: *DTS C4 Infrastructure*. Integrated into Issue 4.5 and 4.6

4.4. STRATEGIC ISSUE: *Electronic Business*. Integrated into Issue 4.5 and 4.6

4.5. STRATEGIC ISSUE: *Command, Control, Communications and Computer Systems (C4S) Infostructure.* The current C4S Infostructure is inadequate to support USTRANSCOM's global strategic mobility mission. (OPR: TCJ6)

Strategic Objective: Provide a flexible, integrated, interoperable, robust and protected C4S infostructure, which provides USTRANSCOM personnel assured access to information in the Defense Transportation System, any time, any where.

4.6. STRATEGIC ISSUE: *C4S Interoperability.* USTRANSCOM lacks interoperability among C4 functional applications that provide effective and efficient processing of critical information and enhanced situational awareness for collaborative decision making. (OPR: TCJ6)

Strategic Objective: Provide interoperable, collaborative, and cost effective C4 functional applications that rapidly process data and produce decision quality information which satisfies USTRANSCOM operational and customer requirements.

Core Process 5: Financial Management

Process Owner: TCJ8



5. GOAL STATEMENT: Develop and manage financial processes and systems which provide effective financial control over DTS operations and promote businesslike practices.

5.1. STRATEGIC ISSUE: *Financial Management System.* Current financial data, processes, and systems available to USTRANSCOM and its Components are not integrated, nor do they provide standardized financial business rules or the level of visibility and control necessary to effectively and efficiently operate the DTS. (OPR: TCJ8)

Strategic Objective: USTRANSCOM financial data, processes, and systems are integrated, provide standardized business rules, and financial visibility and control necessary to effectively and efficiently operate the DTS. Actual financial performance data will be available on line and near real-time to applicable USTRANSCOM leaders and managers.

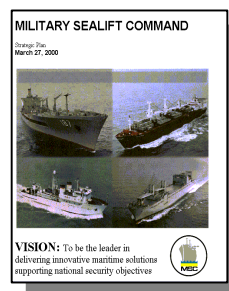




KEY PLANS, STUDIES, AND DOCUMENTS

USTRANSCOM Corporate Plan

The USTRANSCOM Corporate Plan, the second component of the USTRANSCOM Strategic Plan, provides the detailed implementation guidance necessary to fulfill the vision of the Strategic Guidance. The Transportation Planning Guidance is the capstone of USTRANSCOM's Corporate Plan. It is an executive summary of our Corporate Plan, establishes command planning priorities, and provides the synergistic basis from which USTRANSCOM Directors and Transportation Component Commanders can promulgate implementing guidance to their subordinates. Successful implementation ensures USTRANSCOM's continued ability to support DOD's overall warfighting capabilities by remaining the world's premier worldwide strategic mobility organization. The Transportation Planning Guidance provides a summary of the Strategic Issue "action plans" and establishes "top priorities" for the upcoming fiscal planning cycle. Complete details for each plan, including a full list of supporting programs, are included in the body of the Corporate Plan.



USTRANSCOM Component Command (TCC) Strategic Plans

As USTRANSCOM must demonstrate linkage and show support for higher level DOD guidance, so too must the Transportation Component Commands (TCCs) demonstrate linkage to and support for USTRANSCOM's goals and objectives. TCCs will develop supporting strategic plans which provide greater detail on their own execution strategies and are the basis for the development of their inputs to their Service POMs. These plans must also link to guidance promulgated by the TCCs' parent Services. TCCs will publish strategic plans in formats and on cycles that best fit their needs.



USTRANSCOM Annual Command Report

The Annual Command Report summarizes the major fiscal year activities of USTRANSCOM and its component commands. The report provides operational and financial performance results and highlights command-wide initiatives. The Annual Command Report is a key element of the strategic planning process as the lead performance reporting element to fulfill the requirements of the Government Performance and Results Act.

Mobility Requirements Study-2005 (MRS-05)

In his Defense Planning Guidance FY2000-2005, the Secretary of Defense tasked the Joint Staff to validate current mobility requirements to maintain relevance of the MRS process and influence POM submissions. MRS-05 accomplishes these objectives by including new mobility analyses on issues not covered in the previous mobility study. USTRANSCOM recognizes that many of the objectives developed to address issues published in this version of the Strategic Guidance are based on mobility requirements identified in the MRS Bottom Up Review Update (MRS BURU). Analysis from the current MRS-05 has already shown an increased demand for lift and infrastructure, which will likely impact strategic, theater, and CONUS mobility programs. The USTRANSCOM Strategic Plan establishes a comprehensive plan to implement the findings of these studies, including detailed current and future year execution plans.



Tanker Requirements Study-2005 (TRS-05)

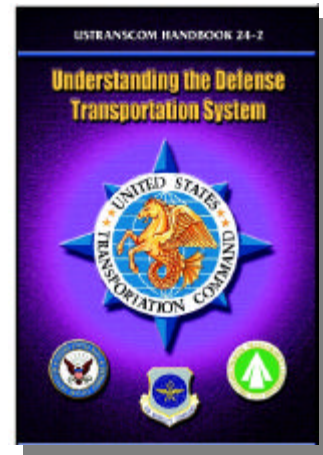
The Office of the Secretary of Defense, Programs Analysis and Evaluation (OSD PA&E), has partnered with Air Mobility Command, the Joint Staff, and key Unified Commands on the TRS-05.



The study assesses Major Theater War (MTW) air refueling requirements using MRS-05 mobility and warfighter assumptions. It also addresses other tanker intensive scenarios. Air refueling requirements previously have not been assessed within the MRS framework and, thus, have not received the coordinated support they deserve. OSD (PA&E) will use TRS-05 to shape Defense Planning Guidance air refueling guidance.

USTRANSCOM Handbook 24-2 “Understanding the DTS”

USTRANSCOM Handbook 24-2, “Understanding the Defense Transportation System” is the command’s primer on the DTS for our worldwide customers. The handbook outlines essential elements of USTRANSCOM’s capabilities, resources, and operational processes to inform and improve service to our customers.





LIST OF ACRONYMS

AAA	Appropriate Acquisition Authority	MSP	Maritime Security Program
AE	Aeromedical Evacuation	MTMC	Military Traffic Management Command
AMC	Air Mobility Command	MTW	Major Theater War
C2	Command and Control	NMS	National Military Strategy
C4	Command, Control, Communications, and Computers	NSS	National Security Strategy
C4S	Command, Control, Communications, and Computer Systems	OPR	Office of Primary Responsibility
CHE	Container Handling Equipment	OPSEC	Operations Security
CINC	Commander in Chief	OPTEMPO	Operating Tempo
COMSEC	Communications Security	OSD (PA&E)	Office of the Secretary of Defense, Program Analysis and Evaluation
CONUS	Continental United States	POM	Program Objective Memorandum
CRAF	Civil Reserve Air Fleet	R&D	Research and Development
DOD	Department of Defense	RRF	Ready Reserve Force
DOT	Department of Transportation	SBA	Strategic Brigade Airdrop
DPG	Defense Planning Guide	SECDEF	Secretary of Defense
DTS	Defense Transportation System	SSC	Smaller-Scale contingencies
FSS	Fast Sealift Ships	TAV	Total Asset Visibility
GATM	Global Air Traffic Management	TCC	Transportation Component Commands (AMC, MSC, MTMC)
IO	Information Operations	TPFDD	Time-Phased Force Deployment Data
IA	Information Assurance	TRS	Tanker Requirements Study
ITV	In-Transit Visibility	TTP	Tactics, Techniques and Procedures
JLOTS	Joint Logistics Over-The-Shore	UE	Unit Equipment
LOC	Lines of Communication	USTRANSCOM	United States Transportation Command
M&S	Modeling and Simulation	VISA	Voluntary Intermodal Sealift Agreement
MAF	Mobility Air Forces	WMD	Weapons of Mass Destruction
MHE	Material Handling Equipment		
MOOTW	Military Operations Other Than War		
MRS	Mobility Requirements Study		
MRS BURU	Mobility Requirements Study Bottom Up Review Update		
MSC	Military Sealift Command		

NOTE

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